

**THE INSTITUTE OF CHARTERED  
ACCOUNTANTS (GHANA)**



**NOVEMBER 2009 EXAMINATIONS  
(PROFESSIONAL)**

**PART 1**

**BUSINESS MANAGEMENT  
(Paper 1.2)**

**Attempt ANY Five (5) Questions**

**TIME ALLOWED: 3 HOURS**

## QUESTION 1

- a) What is planning? *(2 marks)*
- b) Distinguish between a strategic plan and an operational plan. *(6 marks)*
- c) Identify and explain **three (3)** purposes of planning. *(12 marks)*

**(Total: 20 marks)**

## QUESTION 2

Identify **five (5)** factors in the external business environment and explain how they can influence the operations of an organisation.

**(20 marks)**

## QUESTION 3

- a) Explain delegation, responsibility and authority and the relationship among them. *(15 marks)*
- b) What is the impact of the practice of delegation on motivation and organizational performance? *(5 marks)*

**(Total: 20 marks)**

#### QUESTION 4

a) Explain the term span of control.

*(4 marks)*

b) Discuss **four (4)** factors that must be considered in determining a manager's span of control.

*(16 marks)*

**(Total: 20 marks)**

#### QUESTION 5

a) What is control?

*(3 marks)*

b) Why are control systems important to an organisation?

*(5 marks)*

c) Describe the basic process of control.

*(12 marks)*

**(Total: 20 marks)**

#### QUESTION 6

a) Define and explain inter-group conflict.

*(3 marks)*

b) Identify and explain **three (3)** symptoms of inter-group conflict.

*(9 marks)*

- c) "Because informal groups are usually the causes of conflicts in organizations, they are not to be entertained under any circumstance".

Adduce **two (2)** reasons why you may not take the above position.

*(8 marks)*

**(Total: 20 marks)**

### QUESTION 7

- a) What is human resource planning?

*(5 marks)*

- b) What points should a manager consider when instituting a human resource planning system in an organization?

*(15 marks)*

**(Total: 20 marks)**